
NSSC Activity Transition Lessons Learned

Center Transition Team Discussion

NSSC – August 24, 2006

Participants

Center Representation

- ◆ Gwen Young (DFRC)
- ◆ Gwen Obert (JSC)
- ◆ Becky Black (MSFC)
- ◆ John Alexander (MSFC)
- ◆ Stephen Van Gundy (LaRC)
- ◆ Bradley Baker (GRC)
- ◆ Sheree Gillard (KSC)

NSSC (For introduction and / or feedback discussions)

- ◆ Fran Cooke
- ◆ Debbie King
- ◆ Ken Newton
- ◆ Nick Etheridge
- ◆ Dan Mangieri
- ◆ Cindy Epperson
- ◆ Chris Canary (entire session)

Facilitated by Roger McCall (rmccall@scottmadden.com)

- ◆ Dorsie Jones (SSC)
- ◆ Philip Fluegemann (ARC)
- ◆ Anita Douglas (SSC)
- ◆ Willa Gaitanis (GSFC)
- ◆ Lester Howard (SSC)
- ◆ Trina Street (SSC)

Number of Attendees

- ◆ ARC = 1
- ◆ DFRC = 1
- ◆ GRC = 1
- ◆ GSFC = 1
- ◆ HQ = (Phoned In)
- ◆ JSC = 1
- ◆ KSC = 1
- ◆ LaRC = 1
- ◆ MSFC = 2
- ◆ SSC = 4

Lessons Learned Discussion Agenda

- ◆ Introductions
- ◆ ORR Lessons Learned (Ken Newton)
- ◆ Activity Transition Rating
- ◆ Lessons Learned Discussion
- ◆ Lessons Learned Summary
- ◆ Feedback discussion with NSSC Service Delivery

Activity Transition Rating Process

- ◆ Participants were asked to rate each of 24 transitioned activities as:
 - Excellent, adequate, poor or N/A (where inadequate experience with the service was available)
 - Comments were provided optionally
- ◆ Ratings were summarized and used as the basis for discussion
 - Activities with predominantly positive ratings were discussed first, then those with mostly negative
 - General comments and lessons learned were discussed as they arose
- ◆ Ratings are included as an appendix
 - N/As weren't counted
 - The ratings were only used as the basis for further discussion – they aren't meant as to suggest specific actions

Lessons Learned Summary

- ◆ Transition goes best for activities where the work was already consolidated - especially when NASA spends enough time with performing Center prior to transition
 - Good transition examples – Agency Payroll Liaison, International Travel and PCS, Agency Bankcard management
 - Poor transition example – Drug Testing (communication about process changes) and Domestic Travel
- ◆ Work that is in processed during transition needs extra, special attention to ensure that errors aren't made or improper perceptions generated
 - Poor transition example – Domestic Travel Voucher Processing
- ◆ In some cases, Centers had the impression that making metrics was more important than providing customer service
 - Poor transition example – Domestic Travel Voucher Processing
- ◆ Processes need to be engineered and documentation developed at the individual worker level so that:
 - Centers can adequately assess the impact on their processes
 - Interrelationships with other processes and functions can be adequately determined
- ◆ Future service improvement plans could be better communicated
 - Examples – Employee Notices and General Employment Inquiries
- ◆ Centers recognized that they weren't always good listeners, and that they needed to devote appropriate time to NSSC communications and requests for review

Recommended Next Steps

- ◆ The NSSC should incorporate these lessons learned into its internal plans, projects and transition efforts for the upcoming fiscal year
- ◆ The plans for improvement should be communicated to Centers
- ◆ Centers / Center liaisons should develop plans for improving Center response to NSSC requests for information and review

Appendix - Activity Ratings (1 of 2)

Activity	Excellent	Adequate	Poor	Short Comment
✓FM: International/Change of Station Travel Voucher Processing	1	6		Was already consolidated. Issues were addressed quickly. Change was not fully transparent. Centers need more communication from NSSC about process differences.
✓HR: Drug Testing Administration	2	4	1	NSSC observed existing process at SSC. Transition was close to transparent. Centers need more communication from NSSC about process differences. Be aware of potential Union issues.
✓HR: Special HR Studies		2		
✓HR: Preparation & Distribution of Employee Notices			8	"Meat" of the message should be in the email. The process is unclear. "This isn't rocket science."
✓HR: Processing of Classification Appeals				
✓PR: Agency Bankcard Program Management	3	1		Reasonably seamless and transparent transition. Good communication between NSSC and the Centers.
✓PR: SRBA Support Activities		1		
✓PR: Agency Contracting Management		2		
✓PR: Procurement Customer Surveys		1	1	What's happening? What's the plan?
✓PR: NASA Contracting Intern Program		2		
✓PR: 1102 Training Program		2		
✓HR: Development of Informational Materials				

Appendix - Activity Ratings (2 of 2)

Activity	Excellent	Adequate	Poor	Short Comment
✓HR: SES Appointments		1	6	Need NASA expertise to develop ECQs. This is not a transactional duty. Difficult to get Center-specific knowledge to transfer to NSSC. Need a working knowledge of Agency and Center programs. Communicate the plan.
✓HR: Health Fairs				
✓HR: General Employment Inquiries		2	1	Roles are not clear. Not clear to Centers that NSSC is getting the word out about the change. General vs. Specific employment inquiries.
✓PR: Grants & Cooperative Agreements (Wave 1 of 2)		4	1	Need to improve communication about roles. Who will provide the guidance for the scientists?
✓FM: Agency Payroll Liaison	1	3		Already consolidated and most of the existing procedures were adopted. Subject matter experts were utilized well.
✓FM: Domestic Travel Voucher Processing		2	5	Employees processing vouchers at NSSC had inadequate training and expertise and didn't know systems and processes. NSSC didn't visit the Centers in time. Face-to-face occurred just two weeks before the transition. Telecons were helpful, but came too late.
✓HR: Financial Disclosure Processing				
✓HR: Registration/Reimbursement for Individual Training (SATERN Data Entry)	1	3		Pilot occurred in June with SSC. Centers trained Center employees on SATERN.
✓HR: Training Services Support		1		
✓PR: Training Purchases (off-site)	1	2	2	Help to manage budgets to a lower level if possible. Formerly done at the Org level at the Centers. Centers frustrated by still having to do program funded off-site training.
✓HR: Employee Recognition & Awards Processing		2	1	Roles and processes are unclear. Centers are doing work they thought NSSC would be doing.
✓HR: Honorary Award Ceremony Support			1	